Public Service Commission

Annual Report 2014/15

Yukon Government

Doing what matters.

comes with the territory

Contents

A message from the Public Service Commission 3

About the Public Service Commission 4

Yukon Public Service Commission Organization Chart 5

Public Service Commission Branches 6

2014/15 Year-end Expenditure Report 8

How we supported our public service in 2014/15 9

PSC Strategic Plan – Activity Report for 2014/15 10

Appendix A: Yukon government employee population and staffing 16

A message from the Public Service Commission

As the Public Service Commissioner I am pleased to present the Annual Report for 2014/15. Although my tenure began in April 2015, I have arrived in a department that is made up of dedicated and professional individuals who have achieved much over the past year.

Substantial work has been done by PSC and our HR partners in departments on the HR Sustainability Initiative. Under this initiative we have seen progress on a number of projects that will ultimately contribute toward increasing the efficiency of transactional HR services and expanding our capacity to deliver strategic HR across the organization. These projects have included the launch of the Centralized Recruitment and Certification Pilot Project, the approval of standardized job descriptions for HR Consultants and the approval of the Core Competency Framework. PSC also continues to develop the electronic system for entering and managing time, labour and leave and this project is on track for government-wide delivery in 2016/17. All of this work to date is building a strong foundation for the long-term success of the HR function in the Yukon government.

As detailed in this Annual Report, the Public Service Commission has made progress in a number of different areas and continues to provide strong HR services to the Yukon government. Thank you to all PSC staff and the entire HR community for your efforts in 2014/15 and your continued commitment to building a talented, skilled and engaged workforce. I look forward to our continued collaboration.

I would also like to take this opportunity to thank Catharine Read for her leadership as Public Service Commissioner and for her contribution to the Yukon public service.

Jim Connell

About the Public Service Commission

Our Mission:

Together with our clients, we provide effective and timely services and explore innovative human resource solutions leading to public service excellence.

Our Vision:

Promoting and modeling excellent human resource practices.

Our Values:

Integrity, accountability, respect and unity in purpose.

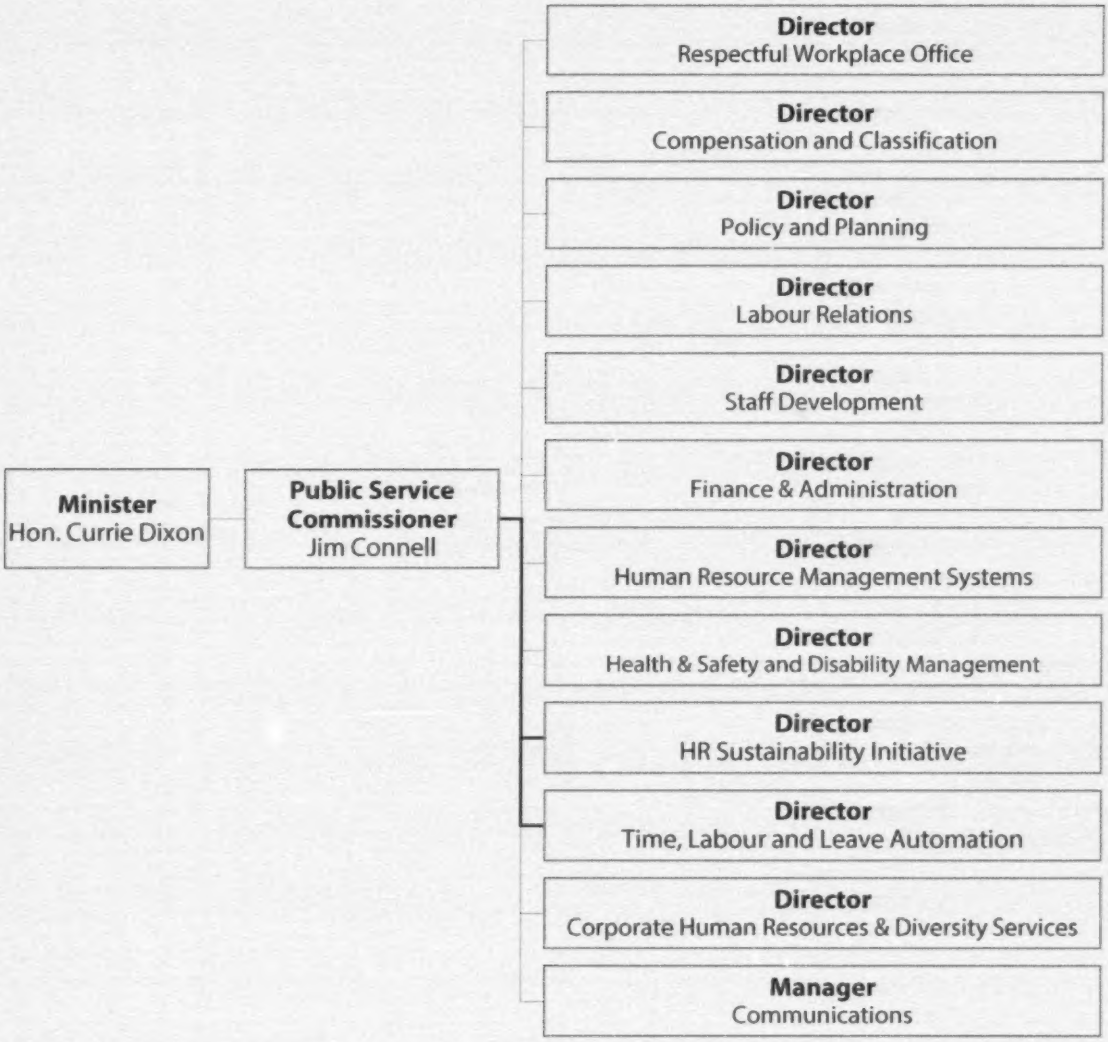
Who We Are

The Public Service Commission (PSC) represents the Yukon government as employer and provides human resource advice and related support services to other Yukon government departments and employees. We establish and maintain human resource policies and legislation and act as the employer on behalf of the government.

Under the *Public Service Act*, the Public Service Commission has authority and responsibility to develop, maintain, administer and supervise a qualified and efficient public service. This includes collective bargaining, classification of positions, pay and allowance, appointments, transfers, suspension and dismissal, political leave, lay-offs and contracts of employment.

The Act allows the PSC to delegate authority to departments through an Appointment Delegation Accountability Agreement. In practice, most Yukon government appointments (hires) are carried out by departments under the authority of delegation agreements.

Yukon Public Service Commission Organization Chart



The Public Service Commission directors are also members of the Human Resource Management Advisory Committee (HRMAC). HRMAC includes human resource directors and managers in all Yukon government departments and crown corporations.

Public Service Commission Branches

Corporate Human Resources and Diversity Services

The Corporate Human Resources and Diversity Services branch provides corporate recruitment and staffing for all Yukon government departments, including E-recruitment, the government's electronic job application system. The branch also provides human resources support to the Public Service Commission. The branch is responsible for planning, supporting implementation of and reporting on the *Final Agreement – Representative Public Service Plan*, and provides information, services, training and programs to increase the representation of persons with disabilities in the public service.

Compensation and Classification

Compensation and Classification ensures pay, benefits and pensions are administered in a timely and accurate manner. This includes maintaining a formal job classification system to support pay equity and ensuring compensation systems reflect the needs of YG's human resource strategies. The units within this branch are Classification, Compensation, Pay and Benefits, and Pension Support.

Finance and Administration

The Finance and Administration branch provides financial and administrative services to the Public Service Commission including budget management, space planning, records management, systems support and access to information requests. This branch also supports the office of the Public Service Commissioner. The branch oversees the employee future benefits and the worker's compensation payments fund for YG.

Health, Safety and Disability Management

This branch has two units, Disability Management and Corporate Health and Safety. The Disability Management Unit works with employees who have a medical issue requiring accommodation or time away from work. They help find workplace accommodations or facilitate an early and safe return to work for employees. The Corporate Health and Safety Unit provides leadership in health and safety, focusing on injury prevention, workplace safety and promoting a safe workplace.

Human Resource Management Systems

This branch maintains and develops software solutions to support human resources across government. HR systems help the government appropriately manage and access human resources data and information. While this is mainly done through PeopleSoft, the branch adds and develops additional components to help meet clients' needs.

Policy and Planning

The Policy and Planning branch develops corporate human resource policies and programs, maintains GAM 3 policies and facilitates strategic human resource planning across the Yukon government and within the Public

Service Commission. The branch also provides ministerial support before, during and after sittings of the Yukon Legislative Assembly.

Respectful Workplace Office

The Respectful Workplace Office provides conflict management services to all YG employees and is mandated to implement the Respectful Workplace Policy. The branch uses a collaborative approach to resolve conflict and address disrespectful behaviour in the workplace. Conflict management services include education and training, coaching, mediation and facilitation, group assessment and group facilitation.

Staff Development

The Staff Development branch provides development and learning opportunities to employees in all Yukon government departments. The branch's programs and services facilitate learning through growth opportunities, formal courses and classes, leadership development, and career development for YG employees as well as organizational development consultation services.

Labour Relations

The Labour Relations branch represents the Yukon government in collective bargaining and interprets collective agreements. The branch advises departments on how to apply provisions of the collective agreements and employment legislation to real-life situations including issues of employee performance, discipline, discrimination, conflicts and grievance management, and represents the interests of the employer in grievance adjudications and human rights complaints. The branch also recommends exclusions from the PSAC bargaining unit and contributes to training in labour relations issues.

Communications

The Communications branch is responsible for supporting the overall presentation and promotion of the Public Service Commission policies, programs and initiatives to audiences within the Yukon government (e.g. human resources, senior managers, supervisors and the general employee population) and external to YG (e.g. media, job applicants and the general public).

2014/15 Year-end Expenditure Report

Public Service Commission: Expenses for the fiscal year ending March 31, 2015, showing comparison to 2014.

Expenses	2014/15	2013/14	Increase (Decrease)
Operations and maintenance			
Finance and administration	$968,809	$975,157	($6,348)
Corporate Human Resources & Diversity Services	$2,023,533	$2,523,979	($500,446)
Compensation and Classification	$2,098,133	$2,373,127	($274,994)
Labour Relations	$1,307,396	$1,441,641	($134,245)
Workers' Compensation Fund	$4,904,705	$4,909,775	($5,070)
Human Resource Management Systems	$897,400	$819,879	$77,521
Policy, Planning and Communications	$744,090	$827,073	($82,983)
Employee Future Benefits	$21,193,882	$19,751,376	$1,442,506
Staff Development	$2,223,380	$2,614,283	($390,903)
Respectful Workplace office	$687,104	$737,016	($49,912)
Health, Safety and Disability Management	$2,230,101	$2,474,991	($244,890)
	$39,280,548	$39,448,297	($169,764)
Capital			
Finance and Administration	$149,506	$44,942	$104,564
Corporate Human Resource Staffing	$5,331	$15,913	$(10,582)
Staff Development	$10,970	$7,142	$3,828
Health, Safety and Disability Management	$8,327	$5,007	$3,320
	$174,134	$73,004	$101,130
Less acquisition of tangible capital assets	($10,140)	($10,650)	$510
	$163,994	$62,354	$101,640
Amortization Expenses	$6,710	$4,631	$2,079
	$170,704	$66,985	$103,719
Total PSC Expenses	$39,449,237	$39,515,282	($66,045)

How we supported our public service in 2014/15

- Number of times the **Employee and Family Assistance** Program was accessed in previous year: 1161 clients served.
- Number of times the **Respectful Workplace Office** was accessed in the previous year: Served 317 individual employees and 15 workplaces (Approx. 173 employees). The Respectful Workplace Office delivered 49 information/training sessions to 606 employees.
- The **Staff Development branch** delivered 143 classes of 96 different courses. Number of employees who participated in training through SDB: 1,778 unique participants filled 1,930 training seats.

PSC Strategic Plan – Activity Report for 2014/15

In 2014/15, the work of the Public Service Commission was guided by the goals and objectives laid out in the PSC Strategic Plan (2011-16), and the *Final Agreement – Representative Public Service Plan* (2011–16).

The focus of this annual report is our progress in the fifth year of PSC's five year Strategic Plan.

The PSC Strategic Plan has three goals that are unique to the department and three corporate goals that are key government initiatives shared by all departments.

Department goals:

1. Being a valued and welcome partner with our clients in the provision of human resources services.
2. Promote workplace diversity to better reflect the make-up of Yukon society and develop a culture within the Yukon government that welcomes diversity.
3. Implement a corporate approach to wellness, health and safety and disability management focused on prevention of illness and injuries and on early and safe return to work.

Corporate goals:

4. Attract, develop and engage talented people to continue to provide high quality service to the public.
5. Practice open, accountable and fiscally responsible government.
6. Advance strategic corporate initiatives through interdepartmental cooperation.

Department Specific Goals

GOAL 1: Being a valued and welcome partner with our clients in the provision of human resource services.

OBJECTIVE 1.1: Build effective working relationships with departments, based on credibility and trust.

Achievements:

- A plan to improve the efficiency of transactional HR services has been approved. A Centralized Recruitment and Certification Pilot Project was launched in January 2015 and evaluation will begin in April 2015. A streamlined series of HR Consultant positions has been developed (see Strategy 1.1.3). PSC is on track with developing an enhanced electronic system for entering and managing time, labour and leave (see Strategy 5.1.6).
- PSC is following a 3-year plan to implement the Staffing Audit recommendations; 12 of 15 recommendations are in-progress or completed.
- Three standardized job descriptions for the HR Consultant (HRC) Series were developed, reviewed and approved by the HR community. Draft standards and competencies for each HRC level, a draft HRC Practices and Process document, an Information Sheet and Q&As have been developed. Changes to allow greater flexibility in the classification of management positions have been implemented. A Classification Request System upgrade was cancelled following a cost-benefit analysis of the contract cost.

OBJECTIVE 1.2: Model strong client service attitudes, supported by systems, training, coaching and feedback.

Achievements:

- In 2014/15, the Respectful Workplace Office delivered 62 training and information sessions on creating a respectful workplace. RWO routinely provides coaching and conflict management support to senior managers and employees in all departments. Staff Development branch routinely delivers a Crucial Conversations workshop, as well as other training intended to help individuals and teams work together effectively.
- PSC has created a department-wide Engagement and Recognition program to clearly articulate protocols for recognizing excellent service.
- PSC completed a State of the Organization Study which was reviewed and accepted by DMHRC. Staff Development branch's strategic and operational plans, and new staff training and development programming, are based on this report.
- Recently-launched internal websites (HR Tools, Employee Info, PSC Intranet) are continually improved based on user feedback and business needs.

OBJECTIVE 1.3: Further develop PSC as a collaborative team internally, to become leaders in service.

Achievements:

- The Respectful Workplace Office works closely with Labour Relations, Disability Management Unit and Corporate Human Resources & Diversity Services (CHRDS) to provide employee-centered services relative to maintaining a healthy, respectful and well-functioning workplace. CHRDS meets regularly with department Directors and staff through inter-branch working groups. Staff Development provided resources and support to the inter-departmental group developing leadership competencies. It also assisted with the facilitation of HR Sustainability initiatives.
- The PSC Blog is regularly updated and all posts are shared in a weekly email to staff. Content includes regular updates from branch Directors and periodic updates from the Commissioner.
- The new PSC Intranet was launched on SharePoint in January 2015. PSC Staff Space was launched in February and shared with PSC staff via the blog and demonstrations. Staff Development developed an online course calendar and increased the supply of Lynda.com licenses to provide expanded alternate learning opportunities across government. The branch also maintains the Learning and Development Blog.

GOAL 2: Promote workplace diversity to better reflect the make-up of Yukon society and develop a culture within the Yukon government that welcomes diversity.

OBJECTIVE 2.1: Complete the new *Representative Public Service Plan* under the land claims agreements.

Achievements:

- Completed.

OBJECTIVE 2.2: Support and encourage departments to promote and value diversity.

Achievements:

- CHRDS regularly meets with departments and First Nations (via the Bilateral Working Group and Tripartite Committee). PSC produces an Annual Dashboard report showing work force diversity statistics, including First Nations representation. A new work force census was conducted in 2014. Aboriginal representation in the YG work force was 15.4% in 2014, up from 13%.

OBJECTIVE 2.3: Identify tools and opportunities to increase the diversity of representation within the Yukon government workforce.

Achievements:

- FNTC review and program restructure are completed. The new Aboriginal Recruitment and Development Program launches April 2015. An initial Grad Corps review is done.
- As recommended by the Staffing Audit, new staffing guidelines (addressing underfills, exemptions, candidate credentials, etc.) have been developed. They are undergoing internal review.

GOAL 3: Implement a corporate approach to wellness, health and safety, and disability management focused on prevention of illness and injuries, and on early and safe return to work.

OBJECTIVE 3.1: Develop and implement a corporate approach to promoting employee wellness.

Achievements:

- Wellness research findings were shared with the Public Service Commissioner and a PSC Wellness Plan was presented to PSC's senior management. A corporate wellness blog will be launched in 2015/16.
- Procedures and policy guide are drafted. Next steps are internal review and discussion with the Respectful Workplace Office steering committee.
- The Respectful Workplace Office policy review is complete. Amendments are in the approval process.

OBJECTIVE 3.2: Complete and fully implement the corporate framework for disability management, focusing on early and safe return to work.

Achievements:

- Disability Management Training expanded to all supervisors.
- Initial guidelines and procedures are being refined based on further research.
- Finalized the development and implementation of required business processes as a result of transition to the new benefit carrier and to bring Yukon government more in line with standard insurance industry practices

OBJECTIVE 3.3: Fully implement the corporate framework for health and safety management.

Achievements:

- A business case is being prepared to document the costs and benefits of the proposed system. Refinements are being made regarding what is needed and how best to capture and share information across YG.
- Focused support was provided to Environment, EMR, and Tourism and Culture. Surveys and gap analyses were conducted in all departments to identify progress and specific needs for implementation support.

GOAL 4: Attract, develop and engage talented people to continue to provide high quality service to the public.

OBJECTIVE 4.1: Support effective recruitment and retention through timely and transparent processes with a client-centred approach.

Achievements:

- Core Leadership Competencies have been developed and approved. Implementation training is underway and will continue in 2015/16.
- A Continuous Improvement Working Group meets monthly to review issues, identify enhancements and implement recommendations from the system review. A majority of the recommendations have been implemented.
- Three feedback surveys of E-recruitment were conducted and analyzed. The system will be upgraded in 2015/16.
- PSC staff made 37 presentations to departments on the Employee Engagement results in the spring of 2014. Planning is underway for the next Employee Engagement survey which will be fielded in spring 2016.

OBJECTIVE 4.2: Develop a platform of best practices in recruitment and retention with an emphasis on active recruitment of youth and under-represented groups of Yukon.

Achievements:

- PSC's focus on the HR Sustainability Initiative has delayed this work. Laddered job series will go some distance in providing entry opportunities for youth.
- PSC continues to provide career counselling, career development outreach, and support and training to target employees and client groups. It also hosts the Aboriginal Employees Forum, the Aboriginal Award of Honour event and an employees' forum on disability.

GOAL 5: Practice open, accountable and fiscally responsible government.

OBJECTIVE 5.1: Exercise sound financial and information management and planning in the delivery of service to Yukoners.

Achievements:

- Reviews of the three management development programs were completed. A draft Leadership Paper was completed and presented to DMHRC. Research on best practices for a Talent Management Framework was concluded in March 2015.
- Evaluation frameworks and performance measures are established for new initiatives (e.g. the revamped Aboriginal Recruitment and Development Program).

- Staff Development completed a Business Needs Analysis and initiated a Negotiated Request For Proposals for a Learning Management System. PSC decided not to proceed with the project as originally conceived. Planning of an alternate approach to the system is underway.
- Staff Development completed strategic and operational plans that outline three years of initiatives responding to Leadership, Management, Planning and Evaluation needs. The branch also completed and assessed the merits of an Evaluation Skills pilot, delivered two more courses on the fundamentals of program evaluation, and provided more online/alternate learning opportunities through additional Lynda.com licenses.
- Roll out of Phase 1 of the self-service portal is complete. Demonstrations of self-service electronic delivery of teachers' benefit statements are being planned with several schools.
- A business case for an electronic Time, Labour and Leave (TLL) Management System was completed. A TLL "laboratory phase" was conducted to reduce technological risk. Preparations for an implementation pilot of the system with HPW are underway.
- A draft policy has been developed and is undergoing internal review.
- PeopleSoft was successfully upgraded in November 2014.
- Progress was made in the areas of developing systems and exporting new hire, contribution, leave without pay and address data. The uploading of salary information is currently being tested. Significant effort to address outstanding files is still required.

GOAL 6: Advance strategic corporate initiatives through interdepartmental cooperation.

OBJECTIVE 6.1: Engage and contribute to strategic corporate initiatives relating to PSC's mandate and core program/service responsibilities

Achievements:

- Preparation and pre-bargaining negotiation sessions are complete. Pre-bargaining negotiations concluded March 11, 2015.
- Bilingual staffing guidelines are being developed. They will require review and approval by DMHRC and the Advisory Committee on French Language Services.
- Bill #75, Public Interest Disclosure of Wrongdoing Act, received assent on December 11, 2014. Proclamation is targeted for summer of 2015.

Appendix A: Yukon government employee population and staffing

Number of employees and FTEs

Number of employees and FTEs (calculated as full-time equivalents) as of March 31, 2015[1]

Department	Number of Employees (on March 31, 2015)	Full-time equivalent counts [2] (1st quarter 2015)
Community Services	356	250.6
Economic Development	61	55.4
Education	1,093	1,027.0
Energy, Mines and Resources, and YDC	289	254.9
Environment	256	189.7
Executive Council Office	124	95.7
Finance	56	55.6
French Language Services Directorate	16	14.0
Highways and Public Works	909	757.7
Health and Social Services	1,299	950.0
Justice	314	280.4
Legislative Assembly and Elections Yukon	13	8.6
Ombudsman and Child and Youth Advocate	5	6.0
Public Service Commission	118	96.6
Tourism and Culture	155	84.5
Worker's Compensation Health and Safety	88	74.0
Women's Directorate	8	6.1
Yukon Housing and Yukon Lotteries	91	77.2
Yukon Liquor Corporation	69	51.0
Sum of Department Counts	5,320	4,335
Total unique employees (YG)	5,274	

[1] Number of FTEs does not include Judges, Elected Members, Employees in the HeadStart Program, Order-in-Council appointees, Justices of Peace, Co-Op Students, Student Hires, Substitute Teachers, MLA & JD Pensioners, employees on leave without pay (LWOP) for 2 years or more.

[2] Full-time equivalents (FTE) counts hours worked, not employees or jobs. It is a measure of the workforce that takes part-time employees into account. FTEs are determined by dividing working hours (excluding overtime) for all employees by standard full-time hours. The FTE count includes all employees who are actively working or on paid leave. FTEs are counted as full-time equivalents on a quarterly basis.

Staffing Activity Report

All recruitment to the Yukon public service is based on merit, which the *Public Service Act* defines as: "The knowledge, abilities, and suitability of a person in relation to the requirements for a position or for employment as a casual, as the case may be." There are multiple options departments may use when recruiting for Yukon public service positions, including:

- competitions
- eligibility list hires (from an established list on prior competitions)
- job experience programs (include STEP, GradCorp, Y2C2)
- direct hires (for short-term casuals, auxiliary on-calls, new seasonal auxiliary hires and recalls, and reinforcement workers)
- exemptions
- transfers

Staffing Activity, 2010- 2015[3]

	2014/2015	2013/2014	2012/2013	2011/2012	2010/2011
Competitions	534	581	553	548	526
Eligibility list hires	266	256	235	128	102
Job Experience Program Hires	54	86	40	32	n/a
Direct Hires[4]	994	1122	867	757	796
Exemptions	92	110	96	102	103
Extensions[5]	403	450	368	348	337
Transfers	20	3	5	6	14
Total Staffing Actions	2363	2608	2164	1921	1878

[3] Does not include teachers

[4] Direct Hires Includes: Casuals, Auxiliary On-Calls, Seasonal Auxiliary New Hires/Recalls, and Reinforcement Workers

[5] Extensions Includes: Casuals, Seasonal Auxiliaries, and Terms

Exemptions

All departmental staffing exemption requests must be submitted to the Public Service Commission, Corporate Human Resource Staffing branch for review and approval. Exemptions may be considered if they are:

- Under the Employment Equity Policy (Aboriginal, Yukon First Nations, or persons with Disabilities);
- For a workplace accommodation or reintegration;
- Part of a negotiated agreement (e.g. union settlement); or
- Regular: where a department can rationalize it is in the best interest of the public service (e.g. difficult-to-fill position).

The Public Service Commission considers factors such as existing employment trends, provisions of reasonable access to opportunities for appointment for employees and the public, and the needs of individual employees who have priority entitlement (e.g. layoff, accommodation, etc.).

Exemption Types

Exemption Type	2014/2015	2013/2014	2012/2013
Regular Exemption	48	48	50
Employment Equity	24	34	29
Workplace Accommodation	8	17	13
Other	12	11	4
Total	92	110	96[6]

[6] Excludes 10 Exemption Requests that were cancelled.

Staffing Activity by Department, 2014/15

Department	Competitions	Job Experience Program	Eligibility List Hires	Direct Hires	Exemptions	Extensions	Transfers	Total
Community Services	35	6	20	116	6	38	0	221
Corporations[7]	24	0	7	40	4	28	1	104
Economic Development	11	0	2	10	2	6	0	31
Education	44	2	9	39	6	15	3	118
Energy, Mines & Resources	41	5	14	49	2	24	5	140
Environment	31	15	8	107	8	42	1	212
Executive Council Office[8]	19	1	8	32	5	9	0	74
Finance	12	0	2	5	0	8	0	27
Health & Social Services	141	12	107	177	23	50	5	515
Highways & Public Works	90	7	46	284	18	98	4	547
Justice	36	4	29	39	1	26	0	135
Legislative Assembly/Elections	3	0	0	0	0	0	0	3
Public Service Commission	24	1	6	12	8	8	0	59
Tourism & Culture	12	0	4	74	4	46	0	140
Women's Directorate	1	1	0	2	0	1	0	5
YWCHSB	8	0	4	8	5	4	1	30
All Yukon Government (CRC)	2	0	0	0	0	0	0	2
Total	534	54	266	994	92	403	20	2363

[7] Includes: Yukon Lotteries, Yukon Liquor Corporation, Yukon Housing Corporation

[8] Includes: French Language Services